



# **HOUSING DEVELOPMENT PRODUCTION GRANT PROGRAM 2012 APPLICATION**

Submit to:

Community Development Collaborative of Greater Columbus  
ATTN: Erica Wicks  
185 S. 5<sup>th</sup> Street, Suite 201  
Columbus, Ohio 43215

Submittal Deadline:

**April 20, 2012 at 3:00pm**

## Housing Development Production Grant Program

### Grants

1. Goals for Grant Program are two-fold:
  - ♦ Increase the *organizational capacity* of community development corporations (CDCs); and
  - ♦ Increase the *programmatic capacity* of CDCs to accomplish specific, demonstrable, and significant objectives in affordable housing, economic development, that contribute to the revitalization of distressed neighborhoods.
2. The grant amounts under this program will range between \$10,000 and \$25,000 and will be based primarily upon the submitted work plan. **The total funding available is \$25,000.** Based upon the qualified applications received, the Collaborative will make between one (1) to two (2) grants through this request for proposals from Columbus and Franklin County CDCs. Grant amounts to individual CDCs are expected not to exceed \$25,000 or 50% of the organization's total operating budget.

The Collaborative will also consider applications from community-based organizations engaged in all aspects of comprehensive neighborhood housing revitalization.

3. Housing Development Production grants are competitive grants available for 2012 only and are not renewable.

### Outcomes

Recognizing the need to support community based organizations that address the underserved population of Columbus and Franklin County, the Collaborative is focused on assisting those CDCs and community housing development organizations (CHDOs) that promote, encourage and implement neighborhood revitalization strategies. To promote effectiveness in this area, organizations participating in the Grant Program must demonstrate that:

1. The proposed activities of the organization serve a population and/or geographic area that are currently un-served or underserved.
2. Levels of collaboration with existing partners and stakeholders in the proposed geographic area.
3. The organization has evaluated the programs that are offered by other existing organizations in its geographic area and that it is proposing unique programs that do not duplicate services currently being provided by other entities.

4. The organization has identified a specific area of organizational capacity building that this grant will focus on increasing.

## Eligible Applicants

To be eligible for the Grant Program, organizations must:

- Be a community development corporation (CDC) and/or community housing development organization (CHDO) having a 501 (c) (3) status with the IRS;
- Serve a population in a defined geographic neighborhood in Columbus and Franklin County, Ohio which is an un-served or under-served strategic area for investment. The applicant organization must have an identified neighborhood boundary (geographic area) and a strategic investment plan (SIP) within the geographic area. For the purposes of the Collaborative grant application, a SIP is a concentrated area of proposed physical development that is targeted for investment and detailed in the organization's workplan. This area must have a substantial percentage of individuals at or below 80% of the AMI (average median income); and,
- The applicant must demonstrate the ability to advance real estate projects as a developer and/or co-developer (where the CDCs role is material and defined in a contractual relationship with the relevant partner) within six months of receipt of funding from the Collaborative; and,
- Have in place or included in its workplan, a strategic plan. This strategic plan must clearly enunciate the organization's mission, vision, specific goals and objectives. The plan will be supported by clearly defined tasks, deliverables, measurable outcomes and a timeline indicating critical performance dates; and,
- Effectively demonstrate broad community support and ongoing collaboration efforts with community groups and organizations. The workplan must clearly contribute to community stability and revitalization.
- The applicant must have developed at least five units of residential housing in the past three years that was affordable to households at or below 80 percent Area Median Income (AMI). For sale units must have been sold within 24 months of completion. Rental units must have been rented to qualified houses within 9 months of completion. **If the applicant is unable to meet these requirements the Collaborative will review and work with the applicant as needed. The applicant is required to immediately contact the Collaborative if the applicant does not believe these requirements will be met.**

## Other Conditions

1. Applicants will be contractually obligated to perform the workplan activities set forth in their application. Failure to implement the activities may constitute grounds for recapture of funds.
2. Grantees may be contractually obligated to meet specific performance criteria as they relate to production if specific activities are included in the workplan.
3. Grantees must be in good standing with the City of Columbus and Franklin County and eligible to receive grants or housing affordability subsidies from both organizations.

## Eligible Costs

Generally, Program Grants are intended to support the administrative costs of CDCs including staff costs/salaries, fringe benefits, audit, etc.

Consistent with the priorities of the Collaborative, grants will be awarded primarily to support the functions of the organization. These include, but are not limited to costs of staffing, organizational development, community building and pre-development activities in the SIP. Pre-development real estate activities include: architectural services, legal services, title search, etc; **direct construction activities are not eligible costs.**

In certain circumstances, requests to fund new positions such as controller, assistant director, or other administrative positions may be eligible if they are essential in order to continue affordable housing and other real estate development activities within the strategic investment plan.

Applicants may also request funding for positions or organizational development activities not specifically listed if they are shown to be essential to achieving the goals outlined in the SIP.

***Collaborative operating grant dollars are not intended to fund physical improvements to real estate or real estate development projects (i.e. capital funds).***

## APPLICATION PROCESS

An **original** application must be submitted to the Collaborative's office, 185 S. 5<sup>th</sup>. Street, Columbus, Ohio 43215, no later than **3:00pm on Friday, April 20, 2012**, in order to be considered for funding.

Fax or e-mail submittals will not be accepted. Questions regarding the application process and requirements should be directed to Erica Wicks, Director of Community Development, 614-228-6488 or [Erica@cdccollaborative.org](mailto:Erica@cdccollaborative.org). Applications received after this deadline will **NOT** be considered.

Community Development Collaborative of Greater Columbus  
**2012 Housing Development Production Program**

**APPLICATION SUMMARY**

Complete this summary form and include it as the cover page of your submission.

**APPLICANT ORGANIZATION NAME:** \_\_\_\_\_

**TAX IDENTIFICATION NUMBER:** \_\_\_\_\_

**STREET ADDRESS:** \_\_\_\_\_

**CITY/STATE/ZIP CODE:** \_\_\_\_\_

**TELEPHONE NUMBER:** \_\_\_\_\_ **FAX NUMBER:** \_\_\_\_\_

**E-MAIL ADDRESS** \_\_\_\_\_ **WEB SITE** \_\_\_\_\_

**BOARD CHAIR NAME:** \_\_\_\_\_

**EXECUTIVE DIRECTOR NAME:** \_\_\_\_\_

**CONTACT PERSON NAME:** \_\_\_\_\_

**CONTACT PERSON TITLE:** \_\_\_\_\_

**AMOUNT OF GRANT REQUEST: \$** \_\_\_\_\_

**CERTIFICATION:** I hereby certify that the Board of Directors of the above applicant organization reviewed this application, including the amount and purposes of the funding request, and has authorized the submission of this application on behalf of the applicant organization. **Attach copy of board authorizing resolution signed by appropriate officer(s).**

**EXECUTIVE DIRECTOR SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**PRINT NAME OF SIGNATORY:** \_\_\_\_\_

## MINIMUM REQUIREMENTS

The following table lists minimum requirements for the Housing Development Production Program together with the documentation required for submission in response to each requirement.

REQUIREMENT:	DOCUMENTS To Attach After This Page:
<b>1. Organization's Purpose:</b> The organization must be a community development corporation (CDC) or a community housing development organization (CHDO)	Copy of by-laws AND articles of incorporation.
<b>2. Non-Profit Status:</b> The organization must be an IRS-approved tax-exempt nonprofit 501 (c) (3).	Copy of IRS tax-exempt designation letter.
<b>3. Good Standing:</b> The organization must demonstrate that it is in good standing with the State of Ohio.	The Certificate of Corporate Good Standing can be obtained from the Secretary of State and must be dated within the past 6 months.
<b>4. Community Input:</b> The organization must demonstrate community involvement in strategic planning and goal setting, including, but not limited to appropriate resident and low-moderate income representation on the Board.	<ul style="list-style-type: none"> <li>• Board of Directors list with affiliations, employers, residence addresses, and description of organizational role</li> <li>• Identification of residents, including low-moderate income representation from service area.</li> </ul>
Narratives	Documents To Attach After Parallel Narratives
<b>5. Geographic Definition:</b> The organization must be neighborhood-based with identifiable geographic boundaries that has a predominately low-moderate income population.	<ul style="list-style-type: none"> <li>• Map of neighborhood with geographic boundaries and census tracts identified.</li> <li>• Census data for service area and showing income at or below 80% AMI.</li> <li>• Identification of target properties.</li> </ul>
<b>6. Organizational Capacity:</b> The organization must demonstrate the capacity and technical expertise to undertake and successfully complete the proposed activities in the workplan.	<ul style="list-style-type: none"> <li>• Biographies of all employees that are involved with affordable housing development</li> <li>• Professional service agreements or contracts with outside consultants that are vital to the successful completion of proposed development activities</li> </ul>
<b>7. Strategic Plans:</b> The organization must clearly demonstrate in its workplan (or in a separate document) that it has undertaken or will undertake a sound planning process that culminates in the development of a strategic plan that guides the work of the organization and articulates development priorities.	<ul style="list-style-type: none"> <li>• A copy of the most recent Strategic Plan, if completed or a description and performance date for the planning process to be undertaken in connection with this grant</li> </ul>
<b>8. Financial Management:</b> The organization must demonstrate sound financial management.	<ul style="list-style-type: none"> <li>• Audited financial statements if available (w/accompanying management letters)</li> <li>• Current financial statements</li> <li>• Current Operating Budgets. <b><i>Budgets must show sources and uses of funds in detail, clearly indicate other sources of income.</i></b></li> </ul>

**APPLICATION CHECKLIST – EACH APPLICATION PAGE MUST BE LABELED WITH THE ITEM NAME**

<b>Tab No.</b>	<b>ITEM</b>	
<b>1.</b>	▪ Summary of Application/Cover (Form provided)	<input type="checkbox"/>
<b>2.</b>	▪ Application Checklist (This page)	<input type="checkbox"/>
<b>3.</b>	▪ Organizational by-laws	<input type="checkbox"/>
<b>4.</b>	▪ Organizational articles of incorporation	<input type="checkbox"/>
<b>5.</b>	▪ IRS tax-exempt designation letter	<input type="checkbox"/>
<b>6.</b>	▪ Certificate of Incorporation	<input type="checkbox"/>
<b>7.</b>	▪ Certificate of Corporate Good Standing	<input type="checkbox"/>
<b>8.</b>	▪ If available, complete audited financial reports 2010 and 2011 fiscal year (including any accompanying management letters)	<input type="checkbox"/>
<b>9.</b>	▪ Map of neighborhood with geographic boundaries	<input type="checkbox"/>
<b>10.</b>	▪ Census data for geographic area and designating percentage of households with incomes at or below 80% of AMI	<input type="checkbox"/>
<b>11.</b>	▪ Board resolution	<input type="checkbox"/>
<b>12.</b>	▪ Biographies of affordable housing development Employees	<input type="checkbox"/>
<b>13.</b>	▪ Copies of Professional service agreements or contracts with consultants	<input type="checkbox"/>
<b>14.</b>	▪ Current year financial statements (2012)	<input type="checkbox"/>
<b>15.</b>	▪ Operating Budgets for FY 2011 and FY 2012	<input type="checkbox"/>
<b>16.</b>	▪ Summary and Description of Previous Real Estate Activity (1 page limit)	<input type="checkbox"/>
<b>17.</b>	▪ Copy of Current Strategic Plan/Workplan (2 page limit)	<input type="checkbox"/>
<b>18.</b>	▪ List of Board of Directors (identifying area residents)	<input type="checkbox"/>
<b>19.</b>	▪ Description of Community Involvement (1 page limit)	<input type="checkbox"/>
<b>20.</b>	▪ Board Resolution Authorizing Collaborative Grant Application	<input type="checkbox"/>
	<b>Narrative Responses (Please attached as described below)</b>	<input type="checkbox"/>
<b>1.</b>	▪ Narrative 1: Description of Geographic Area and Strategic Investment (2 page limit)	<input type="checkbox"/>
<b>2.</b>	▪ Narrative 2: Organizational Composition, Activities & Accomplishments (4 pages maximum)	<input type="checkbox"/>
<b>3.</b>	▪ Narrative 3: Workplan, including Organizational Development (2 page limit)	<input type="checkbox"/>
<b>4.</b>	▪ Narrative 4: Purpose of Funding Request (2 page limit)	<input type="checkbox"/>

## NARRATIVE SECTION

Please provide the following information about your organization. Please use materials your organization has already developed, where possible; create new materials only where existing materials do not exist. Your responses **should not exceed 10 pages**, including attachments.

### **NARRATIVE 1: Description of Geographic Area and Strategic Investment** ***(2 page limit, not including map)***

In order to clearly understand the community development issues your organization is attempting to impact we request that you provide a brief analysis of your geographic area and strategic investment(s). It is important to understand the socio-economic dynamics of your geographic area.

Please identify other CDCs and CHDOs that are currently in existence in your geographic area or with which you share common or overlapping boundaries. A clear discussion must be included to detail the activities of each organization and to the extent that efforts have been made to mitigate duplication of efforts and resources.

- A. Geographic Area:** Provide a **single** map that clearly delineates your organization's entire geographic area.
- B. Statistical & Demographic Description:** Provide a broad narrative and statistical description of the service area. You may include such information as:
1. The quantity and quality of relevant neighborhood elements (for example, total single housing units, rental housing units, commercial buildings, vacant buildings, parks etc.);
  2. Demographic information, by census tract on the residents of the area and pertinent information on local businesses and institutions;
  3. Anecdotal information that can provide the reader with a feel for the service area;

### **NARRATIVE 2: Organizational Composition, Activities & Accomplishments** ***(4 pages maximum)***

**A. Organizational Structure:**

1. Provide an organizational directory of staff (include titles)
2. Provide copies of staff job descriptions if they are anticipated to be assigned to workplan activities.
3. Discuss briefly if any growth or organizational changes are anticipated,
4. Provide a list of any parent corporations, subsidiaries and/or affiliations
5. Other than staffing and board members, what resources does the organization access in order to carry out its strategy? (Please indicate their role i.e. use of volunteers, interns, loaned executives, etc. and describe what they did i.e. assisted with fundraising, provided legal assistance etc.)

**B. Board Composition and Qualifications (Supplemental to the List of Board of Trustees provided in the Threshold Requirements section):**

1. Identify how Board members are recruited and selected.
2. Provide a description of each board member's skills and constituency
3. Identify current officers of the Board.
4. Provide a brief description of any board retreats held within the past three years. Include dates and outcome of retreats (i.e. strategic plan, assessment, etc.)]



**C. Organization's Activities:**

Provide a list of programs and activities the organization engages in on a regular basis (at least annually).

**D. Organizational Accomplishments:**

Provide a chronological description of your organization's accomplishments within the past three years (2009 through 2010). List no more than 10 significant accomplishments.

1. Emphasize the accomplishments that were considered a strategic investment and that advance the purposes of this grant funding.

<b>NARRATIVE 3: Workplan</b> <i>(2 page limit)</i>
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**A. Strategic Investment:** Please identify the development goals you would like to pursue over the next year. Examples include, but are not limited to housing rehabilitation, new infill construction, etc. Clearly define organizational development strategies.

The measurable outcomes must be clearly defined within the workplan.

**B. Organizational Development:** Please describe your organization's current and/or future organizational development plans. Clearly define organizational development strategies.

**C. Funding Strategy:** Please describe your organization's fundraising plans and discuss funding sustainability.

<b>NARRATIVE 4: Purpose of Funding Request</b> <i>(2 page limit)</i>
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The effective leverage of other funding sources and the extent to which your organization has sought and successfully received funding from other sources will be considered and may significantly influence funding decisions. Describe all other sources of funding, including in-kind revenues and donations that your organization currently receives, will receive or will be applying for in 2012.

Indicate the status of these requests and provide evidence of any awards.

**A. Purpose and Amount of Request:**

1. Grants contemplated through this program are intended to be one-year grants supporting activities in the organization's geographic area.
2. Please provide a budget that indicates funding sources and uses by program/source. We are requesting that you complete an organizational budget detailing all activities and a separate Collaborative grant budget. This will allow for the reviewers to better understand the fiscal composition and scope of programming of the organization.

## **Applicant Review Parameters for Awarding Grant Funds**

**The following parameters (in priority order) will be reviewed closely for funding consideration:**

- **Previous affordable housing development experience and collaboration with the City of Columbus and/or Franklin County**
- **Grant leveraging with other public and private funds for capacity building**
- **Evidence of organizational and financial sustainability**
- **Demonstrated market and need for housing type to be produced**
- **Number of housing units sold and/or leased in 2011 with attention to marketing strategies**
- **Increase in the number of housing units proposed for 2012 compared to the number produced in 2011**
- **Percentage of households at or below 80 percent Area Median Income that will be served by the housing type to be produced**